

# CULTURE WORKSHOP



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# Background

- In 1992, ANG Program developed by Col Alan Groben

- CW Foundation Statement –  
Operational Excellence exists on a  
Foundation of

*Trust, Integrity & Leadership*

Created and Sustained Through Effective  
*Communication*

- In 1996, the Naval Aviation Human Factors Quality Management Board (HF QMB) was chartered to  
*“reduce the human error flight mishaps by 50 % by FY-00.”* One of the HF strategies adopted by the HF

# Background (Cont)

- **VF-213** – Nashville F-14 - A Case Study in failing Culture  
Command Alignment or “Do you see what I see”
- US Navy contacts Col Groben for assistance
  - Trains 6 Facilitators (best of the best) – mix of O6s and O5s with strong resumes and recommendations from CNAL and CNAP
  - TYCOM level funding for travel, man-days / billets from CNARF
  - Billets began as collateral duty, but in recent years have become stand alone.
  - Squadrons voluntary
  - Results confidential, CO only

# History

- CAPT Walt Cummings – CNAL
  - CO Feedback
- RADM Dirren – NAVSAFECEN
  - Triangulation
- RADM Architzel – NAVSAFECEN
  - ‘Outta Here’
- RADM Turcotte – NAVSAFECEN
  - ‘Welcome Back’
- RADM Brooks – NAVSAFECEN
  - Quarterly VTC / Briefing
- RADM Mayer – NAVSAFECEN
  - Creating the Vision

# Directives /Mandates

- USMC Safety Campaign Plan 2002 “Identify and train Culture Workshop Facilitators by the end of FY02.”
- 071000Z JAN 03 - VADM Malone (CNAF) “Institutionalize use of Cultural Workshops. All deployable aviation squadrons complete a formal Naval Safety Center sponsored Cultural Workshop during the IDTC. Non-deployable units complete a workshop once during each two-year period.”
- 121432Z MAY 04- GEN Nyland (ACMC) “Establish a baseline...by 1 Jul 04. After a baseline is established, perform a command survey semiannually until further notice using any of the following methods:  
(1) A Cultural Workshop (This should be conducted at least every two years).”

# CW Dos and Don'ts

## WHAT WE DO:

- Provide a proactive tool for Commanding Officers
  - C.O. has to request CW
  - Identify human factor concerns before the fact
  - Promote organizational effectiveness
  - Facilitate Individual Buy In/ Ownership. Part of the problem/solution
- Facilitate ORM
  - By definition CW is step one in ORM
  - Workshops are set up and debriefed in a ORM format

# CW Dos and Don'ts (Cont)

- Link to other tools/resources
  - MCAS CSA
  - Safety Center
- Provide high level visibility of senior leadership's commitment to operational units
- Provide early warning of organizational challenges
  - Recent Events
  - Message mismatch
  - Unfiltered information (not to compromise CW integrity)



# CW Dos and Don'ts (Cont)

- Provide a forum to address underlying Culture Foundations
  - How do we do business in relation to Core Values?
  - Career concerns vs. the right thing to do
  - Honesty in reporting
  - Effective vs. efficient
  - Unsolvable equations
  - Long term health and viability of the organization
  - 21<sup>st</sup> century leadership to match 21<sup>st</sup> century technology

# CW Dos and Don'ts (Cont)

## WHAT WE DON'T DO:

- Solve Problems
  - Suggestions/Tools/ Best practices if requested
- Usurp or infringe upon Command Authority
- Provide Unit Specific Data

# Process

- Requested by Commanding Officer
  - On-line information at  
<http://www.safetycenter.navy.mil/culture/default.htm>
  - Must complete request form
  - Information emailed to scheduler and Program Manager
  - Request entered into NSC maintained database

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## Request a Culture Workshop

Use the form below to send the information we need to start the process of scheduling a culture workshop for your command. Please note that the dates requested for your workshop are subject to availability of personnel and funds, and may be changed.

**Note: All fields are required to process form.**

**Command Name****Unit UIC:****Location for Workshop:****TYCOM:****Aircraft Type:****CO Name:****CO Commercial Phone Number****CO DSN Phone Number****CO Email Address:****POC Name:**



From: harveywt@2mawbft.usmc.mil

Sent: Tue 8/23/2005 11:19 AM

To: Harvey, Scott LT NAVSAFECEN 113A; Owens, Donald R. CDR (NAVSAFECEN); Shea, Edward J. MAJ (NAVSAFECEN); Ellingson, Michael R LT NAVSAFECEN

Cc: harveywt@2mawbft.usmc.mil

Subject: Culture Workshop Request

## Culture Workshop Request

Command Name: VMFA-251

Unit\_UIC: 01251

Acft\_TMS: F/A-18C

Workshop\_Location: USS Ship

CO\_Name: LtCol J. M. Jansen

CO\_COMM\_Phone: 843-228-7307

CO\_DSN\_Phone: 335-7307

CO\_Email\_Address: jansenjm@2mawbft.usmc.mil

POC\_Name: Capt W. T. Harvey

POC\_COMM\_Phone: 843-228-6633

POC\_DSN\_Phone: 335-6633

POC\_Email: harveywt@2mawbft.usmc.mil

First\_Date\_Requested: 10/04/2005

Second\_Date\_Requested: 10/14/2005

Comments: **The requested time period corresponds to an at-sea period for the squadron. We will be underway for most of the month of October. We would like to request a workshop at any time during this period. The period will be the first time that this squadron has performed cyclic operations onboard a carrier deck in over 3 years. The feedback from this survey during this time period would be especially valuable as we reestablish our experience base with regard to underway operations.**

This request was sent on:

Date: 8/23/05

Time: 11:18 AM



Squadron Cancelled ☐

Squadron  Request Received  Schedule Date  Facilitator

UIC  Request #  1st Date  Facilitator-1

Aircraft Type  Priority  2nd Date  Facilitator-2

Location  TYCOM

QUESTION VALUE CATEGORY Remarks

#1	<input type="text"/>	<input type="text"/>	<input type="text"/>
#2	<input type="text"/>	<input type="text"/>	<input type="text"/>
#3	<input type="text"/>	<input type="text"/>	<input type="text"/>
#4	<input type="text"/>	<input type="text"/>	<input type="text"/>
#5	<input type="text"/>	<input type="text"/>	<input type="text"/>
#6	<input type="text"/>	<input type="text"/>	<input type="text"/>

CO

Name  CW Completed ☒

Phone # (Comm):  Date Critique Sent to CO

Phone # (DSN):  CO's Comments Received ☐

Email  30+Day Follow up Sent ☐

POC

Name

Phone # (Comm):

Phone # (DSN):

Email

Comments:

### Critique Status Reports

- 
- 
- 
- 
- 

### Self Help Status Reports

<input type="button" value="Preview Scheduled Squadrons Report"/>	<input type="button" value="Preview Expired Requests and 30 Days Out Report"/>
<input type="button" value="Preview POC Report"/>	<input type="button" value="Preview Facilitators Needed Report"/>
<input type="button" value="Preview FY-05 Completed by TYCOM Report"/>	<input type="button" value="Preview FY-06 Completed by TYCOM Report"/>

# Process (Cont)

- List of units requesting workshop is transmitted weekly by scheduler to all Facilitators and TYCOMs.
- Facilitator contacts unit, confirms dates, and updates information with scheduler

## *Facilitators Needed*

<i>Location</i>	<i>Squadron</i>	<i>1st Date</i>	<i>2nd Date</i>	<i>Pri</i>	<i>Comments</i>
<i>Cherry Point</i>					
	Marine Unmanned Aerial Vehid	10/24/2005	10/27/2005	IV	Currently deployed. Expect to return in Sept. Change of command will take place 31 May 05. Will update this page with new CO information at that time.
	VMAQ-2	11/14/2005	11/18/2005	I	2nd Request.
	VMGRT-253	1/ 2/2006	2/ 6/2006	II	7/22: updated need to get out to this unit. 3rd request!!!
	NADEP Cherry Point	9/ 9/9999	9/ 9/9999	IV	
<i>Edwards AFB, CA</i>					
	HMM-764	11/29/2005	12/ 6/2005	I	Very interested in getting one just back from the desert. They updated dates 25 Oct. Flexible would like before 04 Jan 06.
<i>NAS Lemoore</i>					
	VF A-147	12/ 5/2005	1/ 9/2006		
<i>NAS Oceana</i>					
	VF A-32	4/ 3/2006	4/17/2006	I	2nd request. F-14B squadron that started F-18F transition in Oct 2005. F-18F Safe for flight approx Mar 2006.
<i>Norfolk</i>					
	VAW-123	2/13/2006	3/13/2006	IV	Scheduled to depart on cruise early May 06. Would like before they depart. Dates seme-firm. In Fallon most of Jan.



## *Scheduled Squadrons*

<i>Facilitator</i>	<i>Schedule Date</i>	<i>Location</i>	<i>Squadron</i>
<i>Boal</i>	11/16/2005	San Diego	Naval Air Depot, North Island
	2/1/2006	Key West	VFC-13 Det Key West
<i>Braun</i>	9/9/9999	Brunswick	VP-26
	9/9/9999	Brunswick	VPU-1
<i>Cuca</i>	11/4/2005	Jacksonville	HS-75
	11/7/2005	Jacksonville	VS-31
	11/18/2005	Fort Worth	VR-59
	11/28/2005	Jacksonville	HS-11
	12/5/2005	Mayport, FL	HSL-46
	12/7/2005	Mayport	HSL-48
<i>Owens</i>	10/26/2005	Oceana	VFA-11
	11/21/2005	Norfolk	VAMW-125
<i>Platz</i>		Norfolk	HSC-26
	11/5/2005	Whidbey	VR-61
	11/7/2005	Whidbey	VAQ-129
	9/9/9999	Cherry Point	VMR-1
	9/9/9999	Cherry Point	VMAQ-4
<i>Quessenberry</i>		Cherry Point	VMGR-252
<i>Radtke</i>			
	9/9/9999	New River	VMMT-204

# Process (Cont)

- Facilitator continues dialogue with unit
  - Sends out Welcome Letter via email
- Coordinates any other requirements (funding, billeting, etc.)



# Facilitation Team

- 1 Trained CW Facilitator (from NSC) per approximately 300 members of command
- 2 Assistants from “Sister Command”
  - 1 O2/3 Flyer
  - 1 E7/8 Maintainer
- No member shall be from Higher HQ

# Mechanics

- Schedule: (Day Prior)
  - Facilitator may arrive at squadron the night prior and may visit night check

# Mechanics (Cont)

- Schedule:
  - In-Brief with CO and key players
  - Brief Assistants on expectations and provide training (15-45 minutes)



Assistant Brief



Assistant Brief 2

# Mechanics (Cont)

- Begin individual discussions (first three hours)
  - Non-intrusive –talk only to people that are available
  - 5 – 10 minutes in length to ascertain squadron issues, strengths, and background
- Facilitator and Assistants meet to discuss information compiled from discussions
- Begin Seminars (remaining 2 days)
- Debrief

# Seminar Schedule

- Last for 1.5 to 2.0 hours
- Standard unit - 5 seminars
  - #1 - E4 and below (E3 and below USMC)
  - #2 - E5/E6 (E4/E5 USMC)
  - #3 - E7 and above (E6 and above USMC)
  - #4 - Junior Officers (O3 and below)
  - #5 - Senior Leadership (O4 and above - with or without Commanding Officer based on his/her preference)
- 12 to 15 people with varying gender, race, work center, and shift.

# Seminar Description

- Conduct of Seminar
  - Facilitator and participant introductions
  - Discussion of CW Process and Fundamentals of “Operational Excellence.”
  - Current statistics (Class A mishaps, community mishaps, overview of Aircraft Mishap Board Causal Factors, and costing)
  - Assistant will take detailed notes of issues and numbers, no names recorded



# Seminar Pillars

- 1<sup>st</sup> Pillar – Communication
  - Define (participant's definition)
  - Ask for ways / vehicles that unit communicates
  - Break down into effective / ineffective
  - Cite / record specific examples
  - Rank effectiveness of Communication both within their peer group and between their peer group and the rest of the squadron (Likert Scale)
    - Difference of greater than 2 indicates possible issue
    - Not a direct measure of “Good” or “Bad” unit



Likert Scale

# Seminar Pillars

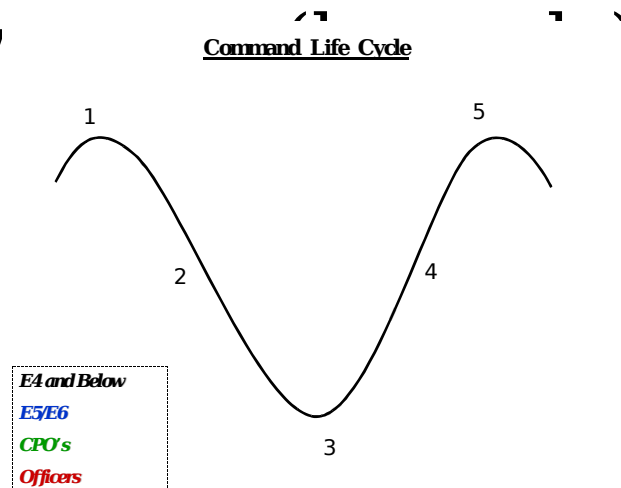
- 2<sup>nd</sup> Pillar – Trust
  - Define (participant's definition) – Get a definition that is close to “Confidence in the Ability, Character and Truthfulness”
  - Not a likeability factor – reference the definition
  - Ask participants who in the unit they trust and why?
  - Name some others in the Chain of Command and ascertain level of trust
  - Rank Trust within their peer group and between their peer group and the rest of the squadron
  - Derive number from Likert Scale

# Seminar Pillars


- 3<sup>rd</sup> Pillar – Integrity
  - Define (participant's definition)
  - Ask which programs have integrity within the unit
  - Uncover perceived programs lacking integrity
  - Cite specific examples
  - Derive number from Likert Scale

# Sine Curve Exercise

- All units have cycles
- Try to pinpoint where participants perceive the squadron is on curve – and what the corresponding highs and low



# Seminar Wrap-up

- Facilitator will cover all topics as needed to paint an accurate picture or requested by Commanding Officer
- Statistical or Motivational  wrap-up  
Seminar Guide
- As seminar's participants increase in rank, the seminars progress from facilitation to running debrief
- Commanding Officer can elect to be in Leadership Seminar or have separate debrief

# Debrief

- Debrief
  - Covers all topics that were correlated in seminars, discussions, and/or observations
  - Give the Commanding Officer a “picture” of the culture and climate of his/her unit during that two-day snap shot in time
  - Anything collected during process left with Commanding Officer



Participant

# Debrief (Cont)

- Can be written, verbal, or electronic.



Electronic Debrief

- Facilitator assists with Step 1 of ORM, not to mentor or fix
- Tool for leadership to identify the hazards and take action they deem appropriate
- Debrief only to Commanding Officer, no higher headquarters

# Metrics

- Facilitator will request Commanding Officer to complete a CO Critique sent out by the Aviation Directorate



CO Critique

- Averages are computed for each question
  - Comments saved in whole
  - Database can sort information by any variable (TYCOM, Community, USN/USMC, etc.)
- Best Practices



# Metrics (Cont)

## Completed Workshops

- FY-01 - 56 - FY-04 - 80
- FY-02 - 53 - FY-05 - 104
- FY-03 - 52 - FY-06 - 140  
(Goal)

- Average CW required 3.5 workdays (travel)

- Total Workdays required in FY-05: 490 days (includes assistant facilitator travel, training and non-standard units (CVNs, NASA, large ERG, etc.))

# Metrics (Cont)

## **FY-04-05 Culture Workshop External Assessment :**

- 261 USN/USMC squadrons
- 47 Class-A mishaps last two years.
- 168 (64% of USN/USMC) squadrons conducted a CW.
  - Only 7 had Class-A mishaps after a workshop

**BOTTOMLINE: SQUADRONS THAT  
FAILED TO CONDUCT A CW (OVER 1/3  
OF NAVAL AVIATION) ACCOUNTED FOR**

# CW Facilitator Unit

- Located at Naval Safety Center, Norfolk, VA
- 9 USNR/USMCR facilitators
  - Five O6s and four O5s. Three under training.
- 5 Active Duty USN/USMC
  - Four O5s and 1 USMC O4. One under training.

# Funding

- From 1996 - 2005, travel money was provided by each TYCOM for each CW
- Reserve man-days were allocated by either NAR Norfolk or NAR San Diego.
- For FY-06 and beyond, funding and man-days are provided by NSC itself via NAR, the POM process, and from FSA.

# CO's Comments

- “Definitely will make a good squadron better. For a squadron with real problems, the impact would be profound.”
- “This is an absolute must for any CO. We have no other vehicle to accurately gauge the climate and culture in our squadrons.”
- “An eye-opener, never would have known about some issues.”
- “It was right on target and served my purposes well with minimal disruption.”
- “The input we received from the workshop team will be invaluable in shaping our new structure.”
- “This is a very effective means of pulsing the command to get answers that hard to get. THIS IS A MUST DO!”
- “This increased awareness will allow me to make necessary changes. This is great for my squadron and the Navy.”

# CO's Comments (Cont)

- “A phenomenal program!! If you had the resources I would request this seminar quarterly.”
- “Will recommend this program to sister squadrons and my community. This program would be invaluable mid-deployment and could have used it to keep focused during an extended deployment.”
- “Absolutely must have. All (even the best) could benefit. Why would you not recommend this program?”
- “Priceless! We will do this again in (less than) a year!”
- “There were some eye-opening issues that were raised. Some deeper than previously assessed.”
- “Super Culture Workshop. Support 100%, every Navy command should go through this process.”
- “Great tool - in a squadron - could save an aircrew and airplane.”
- “I would highly recommend that every CO do this at least once during their command tour.”

# Road Ahead

- Several communities inside and outside the USN/USMC have expressed interest in the program
  - USN Surface Community
    - CW Facilitators have trained two O6 Facilitators
    - Goal of 90 ships in FY-06
    - Requesting 18 Reserve billet Facilitators

# Road Ahead (Cont)

- USN Subsurface
  - Requested assistance from CW Facilitators
  - Developing own program within Reserves
- USMC Ground
  - Beta test 2 ground units in II MEF – Nov 05
    - 1/8/ 2d Tanks at Camp LeJeune



# Questions?

